Module Definition Form (MDF)

Module code: MOD004453	**Version:** 14 **Date Amended:** 16/Jan/2023

1. Module Title
Leadership and Change

2a. Module Leader
Outi Blackburn

2b. School
School of Management

2c. Faculty
Faculty of Business and Law

3a. Level
7

3b. Module Type
Standard (fine graded)

4a. Credits
15

4b. Study Hours
150

5. Restrictions

Type	Module Code	Module Name	Condition
Pre-requisites:	None		
Co-requisites:	None		
Exclusions:	None		
Courses to which this module is restricted:			

LEARNING, TEACHING AND ASSESSMENT INFORMATION

6a. Module Description

You'll investigate and critically evaluate historical and contemporary approaches to leadership theory, focusing especially on leadership at junior to middle management level. Classical theories of leadership will be examined including traits theory, behavioural theories and contingency theories. Some contemporary theories will include issues such as emotional intelligence, psychodynamics and leader-led relations. There will be a strong emphasis on applying the theory to your own personal leadership with a view to enhancing leadership performance in preparation for middle management roles within the organisation. Management of change will be another key emphasis, including organisational politics & power, change theories and the implementation of the change process. Issues for consideration will include the organisational context of change, resistance to change and practical management of the change process.

6b. Outline Content

-Qualities/skills and styles of leadership -Organisational power and politics -Emotional Intelligence -Leader-led relationships -Psychodynamics and leadership -Principles of change theory -The change process -The role of the change agent -Managing resistance to change

6c. Key Texts/Literature

The reading list to support this module is available at: https://readinglists.aru.ac.uk/

6d. Specialist Learning Resources

None

7. Learning Outcomes (threshold standards)

No.	Type	On successful completion of this module the student will be expected to be able to:
1	Knowledge and Understanding	Critically evaluate classical and contemporary leadership theories and assess their relevance for leadership within C21st organisations
2	Knowledge and Understanding	Demonstrate a critical awareness of the principles of change and the change process
3	Intellectual, practical, affective and transferrable skills	Analyse and evaluate the roles of the change agent, change management roles and techniques
4	Intellectual, practical, affective and transferrable skills	Critically reflect on their own personal effectiveness anddevelopment as a leader in preparation for a more senior role within the organisation

8a. Module Occurrence to which this MDF Refers				
Year	**Occurrence**	**Period**	**Location**	**Mode of Delivery**
2026/7	ZZF	Template For Face To Face Learning Delivery		Face to Face

8b. Learning Activities for the above Module Occurrence			
Learning Activities	**Hours**	**Learning Outcomes**	**Details of Duration, frequency and other comments**
Lectures	0	N/A	N/A
Other teacher managed learning	24	1-4	1 hour lecture and 1 hour seminar per week for 12 weeks
Student managed learning	126	1-4	Reading, session preparation, assessment preparation, research, writing. Including time spent on online community (e.g. padlet, which will be moderated weekly or about 40 minutes per week by module leader
TOTAL:	150		

9. Assessment for the above Module Occurrence

The assessment for some modules includes a presentation (see below for details on how this particular module is assessed). We recognise that presenting, especially to a large group, can cause significant anxiety or distress for some students. If this may affect you, please contact your Module Leader or the Disability and Neurodiversity Service as early as possible. We will work with you to consider appropriate reasonable adjustments. Depending on your individual needs, these might include, for example, presenting to a smaller group or presenting only to a member of academic staff.

Assessment No.	Assessment Method	Learning Outcomes	Weighting (%)	Fine Grade or Pass/Fail	Qualifying Mark (%)
010	Coursework	1-4	100 (%)	Fine Grade	40 (%)
Report 3000 words					

In order to pass this module, students are required to achieve an overall mark of 40% (for modules at levels 3, 4, 5 and 6) or 50% (for modules at level 7*).

In addition, students are required to:
(a) achieve the qualifying mark for each element of fine graded assessment as specified above
(b) pass any pass/fail elements

[* the pass mark of 50% applies for all module occurrences from the academic year 2024/25 – see Section 3a of this MDF to check the level of the module and Section 8a of this MDF to check the academic year]